

LAFF

THE LAFF SOCIETY

For the men and women engaged in Life After The Ford Foundation

January 2009 / No. 57

Landslide Winner

Among the political upsets in the November 4 landslide was the victory of the son of a Ford Foundation alumnus. **Jim Himes**, son of **James Himes**, former head of the Foundation's Latin America and Caribbean office and representative for Colombia and Venezuela. Jim Himes, who was born in Peru, defeated Christopher Shays, a ten-term Republican in Connecticut's Fourth Congressional district. Himes, a former Goldman Sachs executive, said part of the key to his victory was generating large Democratic voter turnout in the Hispanic sections of cities like Bridgeport and Stamford. The effort was made easier by the fact that he learned to speak Spanish as a child growing up in Peru and Colombia, where his father worked for the Foundation and UNICEF. A newcomer to Congressional politics, Himes defeated Shays 51 to 48 percent. When he was first elected in 1987, Shays was one of nine Republican from the six New England states. He was part of a tradition of Northeastern moderates like Clifford Case of New Jersey and Nelson Rockefeller of New York. Although he ran as well as he did in 2006 in much of his district, he was *continued on page 8*

OUR PRESIDENT'S SON



The son of LAFF President Peter Geithner, Timothy F. Geithner, who was named Secretary of the Treasury, had been president of the Federal Reserve Banks of New York since 2003. Mr. Obama said he has "unparalleled understanding of our current economic crisis, in all of its depth, complexity and urgency." Mr. Geithner,

47, graduated from Dartmouth in government and Asian studies and has a master's in international economic and Asian studies from the Johns Hopkins School of Advanced International Studies. He worked at Henry Kissinger's consulting firm and for the Clinton administration.



Mary Camper-Titsing

A LAFF STALWART

"No woman is an island," to paraphrase John Donne, and a shining example is **Mary Camper-Titsing**, who has been the Secretary-Treasurer of The LAFF

Society since 1995. Mary lives on Roosevelt Island, in New York's East River, but she is far from isolated. In addition to her service for LAFF, she has been engaged in a panoply of civic and political activities—founder of the Arizona Democratic Council, Board of Managers, Chicago Child Care Society, Board of Americans for Democratic Action, organizer, Connecticut World Federalists, and New York City Coalition on Hunger, chair of the Roosevelt Island Volunteer Library. And she continues to serve as a reporter for *The Main Street Wire*, a Roosevelt Island newspaper.

During her eighteen years at the Foundation, Mary was a research librarian and social responsibility analyst in the investment department. In the latter post she carried out the Trustees' mandate on investments in

South Africa and developing countries.

Mary was born in Germany where her Dutch father was an engineer working for Royal Dutch Shell. Her mother was an American. The family escaped to England after Hitler ordered foreigners working in Germany to leave. They settled in Santa Monica and Mary attended the University of California at Los Angeles. Later she received a bachelor's degree from Lake Forest College in Illinois, and when the family moved to Connecticut she commuted to Columbia University, where she received a Master's degree in Library Science.

During the spring and fall, she spends a month at the family compound, Palomar Ranch, in southern California, where her three sons and their families live.

A Personal Footnote

In her letter of resignation "at the ripe old age of 84," Mary wrote, "I've enjoyed the job of LAFF'S Secretary-Treasurer enormously. It was a marvelous way of keeping *continued on page 2*

Mary-Camper-Titsingh

continued from page 1

up with former colleagues.” She recalled a class in writing that I gave staff members at Ford at one point, which she said was extremely useful. She is working on a novel based on the life of an 18th century Dutch ancestor.

To you, Mary, I want to express my heartfelt appreciation. I remember in awe your painstaking monitoring of LAFF’s meager bank account, to insure that we received every penny of interest. I recall that at every LAFF gathering you presided over a table to register people. I am also grateful for the efficient and cheerful responses to all manner of logistical questions, whether you were in New York or California.

With a hug and a Godspeed wish,
Richard Magat

NEW LAFF WEBSITE

The LAFF Society now has its own website: www.laffsociety.org. It’s still in the development process, but you will find early entries under “Home,” “About,” “Membership,” “Upcoming Events,” “Directory,” “Newsletters,” “LAFF Blog,” “Contacts,” and “Site Map.” Peter Geithner, LAFF president, welcomes your comments and suggestions for improvement.

WRITE ON! WRITE ON!

This newsletter needs contributions. Send us reminiscences (e.g. those of Hardy and Schrank in this issue), news of alumni, comments that may be of interest to fellow staff members. It would be a bit embarrassing to have some blank pages in the next issue.

The LAFF Society

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The LAFFing Parade

Mallika Dutt, former program officer in the Human Rights and Social Justice program in New Delhi, recently presented the Inspiration Prize to **Amartya Sen**, the Nobel Laureate. The prize is given by Breakthrough, an international human rights organization of which Dutt is the founder and executive director.

Michele Kahane, program officer in the Office of Economic Development until 2003, is director of commitments at the Clinton Global Initiative, which has produced almost 1000 commitments worth about \$38 billion to fight poverty and climate change and improve health or education. Before the latest meeting, in September, she was quoted as saying, “We have to demonstrate that progress is being made. Without the changes, the event could be seen as being a pledge-athon.”

The Athenian School, which was started in 1965 by **Dyke Brown**, a Foundation vice president, is planning a 220-kilowatt solar power system on its campus at the foot of Mount Diablo in California. The project was reported in the *San Francisco Business Times*. The school emphasizes community service and environmental stewardship.

Lowell Hardin, a distinguished leader of the Foundation’s agricultural efforts, is the subject of a profile in the *Purdue University Exponent*. The university honored him for his teaching by placing a plaque in the Purdue Memorial Union and by holding a symposium for his 90th birthday last year.

PRESIDENT’S MESSAGE

Our featured story in this issue is Dick Magat’s richly deserved tribute to Mary Camper-Titsingh, who has retired after 13 years of exemplary service as LAFF Secretary-Treasurer. We are grateful to Nellie Toma who has agreed to take over from Mary and already proven to be a worthy successor.

LAFF chapters continue to be active with recent events in Bangkok, Boston and Beijing. Reports forthcoming. Having had the privilege of being at all three, I can testify that all were well attended and the opportunity to get together much appreciated. The New York and Washington chapters are planning events early in 2009. Stay tuned for their announcements.

If you haven’t already done so, please check out our website (www.laffsociety.org). Consul-

Pen, Quill and Bank Book Pass On

The long reign of Mary Camper-Titsingh as Secretary-Treasurer of The LAFF Society has ended with an appropriate passing of the torch and other tools of her trade to **Nellie Tomas**, a fifteen-year veteran of the Foundation. Before retiring in 2007, Nellie worked in the Asia program, the Africa programs, Governance and Civil Society, Management Service, and Program Management.

She particularly remembers present members of LAFF: David Chiel, Lini Wollenberg, Radhika Balakrishnan, Reena Marcelo, Gowher Rizvi, Natalia Kenem, Steven Lawry and John Colborn.

“The joys of my life,” she writes, “are my children, Laura and Mark, their spouses, Mike and Ioana, and my grandchildren, Alexander and Zachary.”

She concludes with a plea: “I look forward to working with all of you. Please be patient with me while I learn the ropes.”

“Saved By Kristallnacht”

That is the title of a moving essay by **Robert B. Goldmann**, in *The Jewish Week*, describing the Nazi assault on Jews in his hometown, Frankfurt, and throughout Germany in 1938. The essay is reprinted in the LAFF web site. Goldmann, was a program officer for evaluation in the National Affairs Division from 1968 to 1982.

tant Peter Ford has done an outstanding job in designing the site; Nellie Toma is helping to maintain it. Our gratitude to both. Emails will be sent to alert you when new items are posted. We hope to add provision for electronic dues payment in the near future. Other suggestions warmly welcomed.

Speaking of dues, Nellie has notified those of you whose current memberships have expired or will expire at the end of December. We look forward to receiving your responses by 15 December.

As announced in the last issue, plans are afoot to form a committee to select the next president of LAFF, and to begin planning for LAFF Gala to be held at the Foundation in the first half of 2009.

Best wishes to you and yours for a joyful Holiday Season and for a peaceful and productive New Year.
Peter F. Geithner

Human Rights Arrest

Dr. Saad Eddin Ibrahim, the husband of **Barbara Ibrahim**, former Middle East program officer, has been convicted by the Egyptian government for “harming Egypt’s reputation through his writings in the foreign press” and sentenced to two years in prison. The U.S. State Department expressed its disappointment at the action. A spokesman said, “Lawsuits should not be used to undermine the principles of freedom of expression. We strongly advocate—in all countries—the protection of civil and political rights, including freedom of speech and due process.”

Ms. Ibrahim is founding director of the John D. Gerhart Center for Philanthropy and Civil Engagement, named after the late **John Gerhart**, president of the American University of Cairo and a former head of the Foundation’s Cairo office.

Ms. Ibrahim’s husband founded a human rights center with seed money from an academic prize awarded for his pioneering work in sociology. Armed guards dragged

away employees of the center in the summer of 2000. The following year he was convicted for preparing slanderous reports about Egypt and receiving unauthorized funds from overseas, a ruling that sparked a storm of condemnation from the west. Along with the threat of the United States cutting off aid, this led to his acquittal on all charges in 2003.

According to the Human Rights Defender Initiative the message being disseminated by such people as Dr. Ibrahim struck a chord with Islamic-oriented groups, who had long suffered under the rule of authoritarian governments. “The banned group won 20 per cent of seats in the 2005 election to form the largest opposition bloc, prompting the regime of President Mubarak to clamp down by throwing their leader imprisonment and stifling political dissent.”

“The Mubarak government has used the gains made by the Muslim Brotherhood as a pretext for rolling back democracy,” says Dr. Ibrahim.

Tribute to Actresses

Soha Ali Khan’s Ford Foundation career was short—a year and a half as a Program Associate in the New Delhi office. But her theatrical career has bloomed longer. She has starred in several Bollywood films, and was recently interviewed in the *Daily Regional Times* on the differences between male and female actors. The latter are smarter and more intelligent than the former, she declared. Actresses have to be smart to manage their careers and strike a balance between their public and personal life, she declared. “It is important for them to be vigilant all the time due to their multiple and often complicated aspects of their lives. And now there’s a business angle to films as well. It’s not just about the art, it’s about how you package your image and sell a film, and it’s all quite unforgiving. If you make too many mistakes there are far too many people who will be ready to do the job and you’ll be replaced in the blink of an eye.”

Before working for the Foundation Ms. Khan was graduated from Oxford and pursued a master’s degree from the London School of Economics. After the Foundation she worked for Citibank.

Allan Pulsipher, Energy Expert

As a Program Officer in the Foundation’s Energy Policy Project in the late 1970s, **Allan Pulsipher** took another step in an energy-rich career. Most recently he was named to the National Petroleum Council, an advisory committee to the U.S. Secretary of Energy. Executive Director and Marathon Oil Company professor of Energy Policy at Louisiana State University, he is one of the few academics to serve on the council. After the Foundation he was chief economist for the Tennessee Valley Authority and a senior staff economist with the President’s Council of Economic Advisers under former presidents Ford and Nixon.

His research has been published in many journals. He has co-authored one book and contributed several book chapters. He was a member of the U.S. delegations to two international conferences. He is currently working on issues created by the changing oil and gas industry, especially those affecting the offshore part of the industry. He retains an interest in issues related to the storage and disposal of high-level nuclear waste and the restructuring of the electricity industry.

Attentive readers will recall that the heroine of an article in the last issue of the LAFF newsletter (“Cool Hand Ford”) was **Anita Miller**, a program officer who persuaded Paul Newman to soften the tone of the 1981 film *Fort Apache: The Bronx*. But her influence has spread and led to another Ford Foundation connection. Ms. Miller’s son, **Alan C. Miller**, has received a Foundation grant to establish the News Literacy Project, a national program to mobilize journalists to help middle- and high-school students sort fact from fiction in the digital age.

The project joins journalists and English, social studies and history teachers and after-school media clubs. They will devise units focusing on why news matters to young people, the meaning of the First Amendment and a free media. The material will be presented through hands-on exercises, games, videos, and the journalists’ own stories. “Even as young people increasingly participate in the national discussion through such forms as text messages and blogs,” Miller observed, “the concept of news literacy is not widely

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discussed in America’s public schools. With the 24-hour news cycle and the explosion of online information, today’s students have access to an unprecedented amounts of information. Yet they are also confronted with the daunting task of determining the reliability of myriad sources of ‘news.’ Surveys show they are increasingly uninterested in information with civic purpose.”

The idea for the project arose from a talk he gave to 175 sixth-graders at his daughter’s middle school in Bethesda, Maryland.

Miller, a Pulitzer Prize-winning journalist, was a reporter with the *Los Angeles Times* for 21 years. His work prompted investigations by the Justice Department, Congress and inspector generals in federal agencies and led to Congressional hearings, reforms, and criminal convictions.

After graduating from Wesleyan University, he received a master’s in political science from the University of Hawaii. Among several reporting honors, he received the George Polk Award and the Investigative Reporters and Editors Medal.

REMEMBERING IRWIN MILLER

A recent report in the *New York Times* about the sale of a Monet painting at a London auction for a record price of \$80 million from the estate of J. Irwin Miller stirred the memories of some senior LAFF members. Miller had been an influential member of the Ford Foundation board in the 1970s.

Miller was a 20th reincarnation of the “Renaissance Man”—not only a successful industrialist, but also:

- a patron of modern architecture, making his home town of Columbus, Indiana, an architectural showplace;
- an art collector (the auction also sold a Picasso from his estate for \$7.3 million);
- a concert-trained violinist, owning a Stradivarius and playing it for friends;
- a Yale and Oxford-educated classical scholar;
- a political behind-the-scenes mover (he persuaded Nelson Rockefeller and John Lindsay to run for president);
- a leader in the Christian ecumenical movement as first lay president of the National Council of Churches;
- a leader in civil rights, chairing the NCC’s Commission on Religion and Race, which jointly sponsored Martin Luther King, Jr.’s March on Washington.

While a Trustee of the Foundation, he was embarrassed when *Fortune* magazine ran his picture on the cover with the caption, “Why Isn’t This Man a Candidate for President?”

As an industrialist, Miller made his mark with the Cummins Engine Company of Columbus, Indiana which became the world’s largest independent producer of diesel truck engines, with a revenue of \$1 billion.

In 1954, he established the Cummins Foundation, which offered Columbus, a city in decline, to pay all the architects’ fees for new contemporary public buildings. Then the city’s many churches followed his leadership in hiring top architects for new structures. As a result, this small midwestern city today has buildings by, among other designers, Eero Saarinen and Kevin Roche, who also designed the Ford Foundation building.

Architecture critic Paul Goldberger, then with the *Times*, wrote: “There is no other place in which a single philanthropist has

placed so much faith in architecture as a means to civic improvement.”

As a Ford Trustee, Miller was a forceful asker of questions and, reflecting his versatility, interested in all programs across the board. However, he was particularly concerned with civil rights and the arts, and Frank Sutton offers this lively recollection:

“One encounter with him that I do remember well and that I preserved in hastily scribbled notes came in December, 1975, when I was presenting to the board the information paper that got the human rights program started. It was the exciting period of the Helsinki Accords, the Vietnamese refugees, the Zionism resolution and more.

“On the domestic side of the house we were of course much engaged with civil rights, and though we had many international actions in support of freedom and rights,

we hadn’t pulled them together in a human rights program. It wasn’t a hard sell, and there was excellent discussion from Soedjatmoko, Robert McNamara, Charles Wyzanski and other Trustees.

“When Miller came to speak he began positively about a ‘valuable paper’ that represented almost exactly his own point of view. But that bothered him. He found in the paper a ‘balanced and olympian point of view;’ it ought to show more worry. In discussing the human rights program, he said that instead of self-congratulatory recitation of good things we had done, we ought to be asking if we had done enough. He thought our support of intellectual freedom abroad ought to be extended more domestically.

He showed his religious interests too, in talking about Brazil and the Russian churches.”

Will Hertz, then the Foundation’s minute-taking assistant secretary, remembers the more informal side of Miller’s personality. One day, Miller brought his Stradivarius to the meeting, and during the lunch break, allowed staffers to try it out. It was the only time Will, a terrible fiddler, has had a Strad in his hands. ■

BOSTON MEETING

The November meeting of the LAFF Boston chapter was unusually festive: Peter and Deborah Geithner both attended, and earlier in the day President-elect Barack Obama had designated their son Timothy as his new Secretary of the Treasury.

At dinner, at the Oxfam America offices, 19 LAFFers and their guests drank a toast to the new Secretary of the Treasury, with the added comment “and may God help him.”

It was also pointed out that two other children of Ford Foundation staffers have new jobs in Washington. James A. Himes (*see page 1*). And, as previously noted, the President-elect’s mother, Ann Dunham, worked as a program adviser in Indonesia in the 1980s.

The meeting had its serious side, too—a discussion of “Global Philanthropy, International NGOs and World Politics.” The speakers were Peter Bell, International Division and Public Policy (1964-1977), and Ray Offenheiser, International Division (1986-1996), currently president Oxfam-America, and the meeting’s host.

When he was at the Foundation, Bell said, NGO’s normally considered the developmental role as “apolitical.”

He also referred to the growing efforts by NGOs to address these political and social problems and the inter-dependence of nations through international meetings, conferences and cooperative programs.

Offenheiser outlined the various programs and initiatives of Oxfam to deal with this broadened array of inter-connected problems. These include efforts to address the exclusion of social groups from economic and social development, to expand international markets for the agricultural and other products of the developing countries, and to support these efforts.

Following the meeting, Ray distributed to Boston LAFFers as an illustration of these global movements, a web link to a video that Oxfam put together as part of the Global Campaign for Action Against Poverty. The weblink can be found at www.inmyname.com.

“While this work has been tough sledding in the U.S. under the Bush administration,” Ray explained, “it does have wider public support in countries and governments elsewhere in the world. Those of us involved in this kind of public issue campaigning are more and more using these kinds of state of the art on line tools for public education and mobilization. ■

SHRIMP FISHERMEN

By Bob Schrank

In my years at the Ford Foundation I was privileged to have many encounters with unusual people. This is the story of one of those encounters 30 or 40 years ago, which still has important lessons for us all.

It was some time in the late 1970s that my boss said, "Schrank, since you are an old sailor, I got a great assignment for you." I want you to make a trip to Beaufort, South Carolina, to meet with a group of black shrimp fishermen. A number of southern black leaders were concerned that while the shrimp business was thriving, this group of shrimp boat owners were having difficulties surviving.

I was met at the airport by one of the leaders of the Southern Christian Leadership Conference. As we drove to Beaufort he told me that most of the shrimp owners were quite old, but their boats were even older. He said I was about to meet one of the hardest working group of men he had ever seen.

We met with 12 to 15 "shrimpers," some of the most weathered (more like leathered), toughest looking old men I had ever met. They reminded me of lumberjacks whom I had encountered in my union organizing years in Montana. I gathered the group around a table and asked that they talk about their problems.

There was great hesitation, as is often the case in a situation where people are asked to talk to a stranger, from New York no less. With consistent questioning over a whole afternoon, two major issues emerged. First was a lack of a refrigerated storage for the "catch." Second was the condition of their boats. I volunteered to join them the following day on a shrimping trip.

When I arrived at the dock, I climbed aboard what looked like something salvaged from WWII and off we went. The engine was clunking along so that we had to yell at each other to be heard.

I was full of questions. How far did we have to go to get to the shrimp grounds? How many pounds could we take on? What do we do with the shrimp when we arrive back at the dock? How much diesel fuel would we use for the day? And I am writing all this down as fast as the captain is talking.

I should mention that Captain Jerimaya

had taken a nephew along to help out so he could "explain" to me what was happening. The catch being fairly good, it was afternoon when we started back for the dock. Two or three times on the way back we had engine trouble. "How many hours on that engine since overhaul?" I asked. "Man, you must be kiddin. Mister, dis is one of the best engines we got and none of us can afford any over-hauls. We just keep 'em runnin."

And indeed they did. All the time we were on the run the sump pump was running full speed to keep the water level in the bilge from rising. "What happens if the pump quits?" I asked. "Well dats when we starts bailin an sometimes we takes a real beatin. Many times one of us sinks and all dee others got come and help get the boat back up, cork her, and get it runnin again."

We got back to the dock and most of the others were already there. That gave me a chance to get a good look at the boats, if you could call them that. There wasn't any one that I would judge as "seaworthy," and yet these remarkable tough old men kept them all working.

The Foundation approved a Program Related Investment for a cold storage building for the shrimpers, but that was the easy part. The next question, what to do about the boats? If you asked enough people around the Foundation somebody would know of somebody who was knowledgeable in whatever you were doing.

And so I was led to a man from the UN who was a naval architect and specialized in fishing boats. His name was John Gilbert, and he knew how the Bureau of Fishing of the U.S. Interior Department could help in financing new boats. The UN had used him to fix a problem in Kuwait, where the fishermen had received new boats via the World Bank and their draft was too deep for the bays they were fishing in.

Based on his experiences in Kuwait, Gilbert emphasized that he would not attempt to design a boat without input from the local fishermen. "How did you come to design fishing boats?" I asked. He said that he had been a naval architect designing destroyers for the U.S. Navy, but during the Vietnam he had decided he had enough of

death and destruction, and so had quit the Navy and had begun to design fishing boats. "Not for fleet or factory ships, but for independent fishermen," he said.

I asked him what he wanted to do in Beaufort, and he said, "Don't worry. You'll see." And I sure did.

With all the captains in the room and a number of flip charts up front to capture comments, he said: "Okay, tell me about your fishing grounds. I need to know the distance you travel to fish. I need the depths all the way from the dock to the grounds. How much shrimp do you want to carry? How much ice will you need? What's the longest you will stay out?"

I noticed the captains getting restless. Finally one of them said, "You the boat designer, so why you askin' us?" Gilbert just matter of factly said, "Only you folks know the fishing conditions out here, not me." I think the captains were a little annoyed. Yet Gilbert persisted.

He began to sketch what the boat might look like. How much room for ice, shrimp and the small control room. Then he turned to the group and said, "What about a head (toilet)? If I design in a head you will be giving up enough square feet for another 100 pounds of shrimp. On the other hand, if you want to do 'cheeks overboard' that's up to you. And I know what that's like on a cold winter day."

Gilbert pointed to a sketch he had been making. "You have designed this boat. Now you decide on the head or 'cheeks overboard' while me and Mr. Schrank go for coffee."

Upon our return, the captains were still arguing about the head. Gilbert suggested they have a vote by show of hands or secret ballot. Again they suggested he decide what was best. "No way!" he said, "this is your boat. You designed it, and you are going to have to live with it, not me." Finally a secret ballot was taken, and they decided for "cheeks overboard." Gilbert congratulated them and thought that was the right decision as it would help in the financing process.

Gilbert taught me again that when working with people, particularly when it's in a place you're not familiar with, it is the "locals" who know their conditions the best. Do they acknowledge that? Heck no! Usually they will say as they have to me many times, "You're the expert. You tell us." Then what is required is the John Gilbert approach, "I can only design a working fishing boat based on YOUR knowledge of the fishing grounds." And never forget it. ■

A DOUBLE DUTY TALE

By Gladys Chang Hardy

(This article was written before the death, on November 2, of James Armsey, who is prominently mentioned. His obituary is on page 7).

Gladys Chang Hardy has the unusual distinction of having served two tours of duty with the Foundation.

In 1958 I joined the Foundation's offshoot, the Fund for the Advancement of Education. In 1961-62, the Fund's staff became the Education Division of the Foundation. Previously I had worked as associate director of Edward R. Murrow's radio program, "This I Believe." In 1953, Ed encouraged me to apply for a Ford Foundation Foreign Area Fellowship, which took me to Southeast Asia, studying the effects of communications on Overseas Chinese communities.

At the Foundation, I was assigned to a staff group led by **Jim Armsey** working on programs in higher education and communications.

The best known of the higher education grants was a brainchild of Jim's, known as the Special Program in Education, which distributed over \$500 million in matching grants to 65 private liberal arts colleges (\$2 to \$3 million each) and 15 private universities (\$25 million each). It was a unique idea because the funds could be spent in any way the institution wished.

There were only two requirements: a long range institutional program plan and a fund raising plan or strategy to meet the matching requirements of two to three times the amount of the grant. Part of my role was to provide technical assistance to each grantee in the development of these plans.

This generous funding from the Foundation and private sector over a ten year period generated close to \$1 billion for the institutions, arguably marked a turning point in the quality improvement of American higher education.

I also worked on the Foundation's early educational-television grants including the \$6 million to National Education Television (NET), which led to the development of PBS (Public Broadcasting Service).

Jim's concern about journalism led him to start the Journalism Project, which helped improve graduate programs in leading pri-

vate universities—at Stanford; at Columbia; and support of the Neiman Fellows program at Harvard.

As my boss, Jim Armsey taught me the art of grant making, and one cannot overstate the contribution his grant-making ideas and programs made to the advancement of higher education, as well as to educational/public broadcasting and journalism. I learned the technique and process of long range planning, organizational theory and reorganization of public sector organizations, during my work with him those six years.

I left the Foundation in 1966, to help establish the National Endowment for the Humanities in Washington. I was appointed Director of policy/planning and chief of staff.

That assignment was followed by a succession of jobs on the president's staffs of Boston University and University of Massachusetts, Undersecretary of Education of the Commonwealth of Massachusetts, and Deputy Director of the National Institute of Education under President Carter.

My second Foundation career began in 1981. I was asked to develop a five-year program plan for the education division. **Doc Howe** and **Mac Lowry** had left the Foundation. The only remaining senior staff members of those two programs, Education and Arts, were **Mariam Chamberlain** and **Marcia Thompson**.

I named the five-year plan the "Education and Culture Program" incorporating the arts program with higher education and spelled out what I believed needed Foundation attention in higher education, arts and humanities. **Franklin Thomas** and **Susan Beresford** then asked me to start such a program as Officer in Charge, in November 1981.

I encouraged Mariam to continue her efforts at establishing Women's Study Centers and the National Council of Research on Women, which she accomplished. Mariam, to my regret, did not remain long with the staff of the Foundation and later joined the National Council as its founding member.

Marcia's work continued in support of drama, dance and regional theaters, and most importantly she developed and established the National Arts Stabilization Fund.

I remained at the Foundation until 1984 when it became clear in my conversations with Susan that my contract would not likely

be renewed given the new policy that staff terms would be reviewed every four to five years. By then the Education and Culture Program was making good progress in such areas as women's studies and research, improving black colleges and minority opportunity, scholarly research, improvements in teaching and learning, policy analysis, creative and performing arts, cultural preservation, and stabilization of arts organizations.

The major programmatic difference between the **Henry Heald** and Franklin Thomas/Susan Beresford periods on the positive side was the establishment in the 1980's of connections between domestic divisions in New York and Foundation staff abroad. I had responsibility for familiarizing and encouraging similar grant activities by staff representatives in the various countries around the world. In our case, cultural preservation was a natural area of focus, as for example in India, as well as higher education with that country's efforts and needs to expand and improve their institutions.

As a program staff person and later the head of a program division, the greatest difference in my experience, was the relationship to the President and Vice President for Programs.

In the 1960's, Jim as head of a program had much greater latitude to be creative and independent in the manner in which he and his staff functioned.

I don't recall Jim having to have the drafts of dockets for the Board of Trustees meetings approved, reviewed, altered or rejected. When I became head of the Education and Culture Division in 1981, docket drafts for Trustee meetings were reviewed by Susan.

In my view, during my second tour, the relationship of program staff with the Executive Office was more constraining, with less room for innovative ideas, and more top-down administratively.

Since leaving I have remained involved with various fields of education, working with presidents of such organizations as Teachers College (Columbia University), the Connecticut Legislature, the College Board, Children's Defense Fund, American Association of University Women and New School University.

I have been retired since the late 1990's, living in Sherman, a small rural community in western Connecticut. ■

Rescuer in the Pinochet Terror

Nita Rous Manitzas, known for promoting human and civil rights worldwide, died in November after a long illness.

During one of the tours she served with the Foundation, Ms. Manitzas was instrumental in saving hundreds of lives and providing many with fellowship that later helped to lead to the re-establishment of a democratic Chile following the bloody *coup d'état* headed by General Augusto Pinochet in 1973.

As a pioneering feminist, she confronted the Foundation about unequal pay for women, which led to a settlement and raises for women Foundation-wide.

The daughter of Jewish immigrants, she was born in 1934 in Brooklyn, New York, where she and her father were big fans of the Brooklyn Dodgers.

In the 1960s, after graduation in 1955 from Wellesley College, she earned a Masters in International Studies at Columbia University's Russian Institute. She traveled through Eastern Europe, carrying out research on local bond issues for Carl Marks, the pre-eminent dealer of foreign securities in the United States. She laughed as she recounted how people were shocked when she told them "I'm here to talk to you about your bonds held by Carl Marks." That sounded a lot like the better known but poorer Karl Marx.

She began a long career with The Ford Foundation in 1959.

First in New York, then Chile, Argentina, and Peru in various roles, breaking barriers for women—beginning as a Research Assistant to the Latin American and Caribbean program.

Nita was married to Frank N. Manitzas, a journalist, in 1960. Less than a week after the wedding, he was off to Santiago to be the Associated Press Bureau Chief for Chile, Bolivia and Peru. She undertook humanitarian missions to Cuba, where she also worked to preserve synagogue and Jewish cemeteries. She published *Cuba: The Logic of the Revolution*, with David Barkin (Warner Modular Publications).

While in Chile in 1960 and 1961 Nita worked as special foreign affairs advisor to the Rector of the University of Chile, Juan Gomez Millas, and played a key role in establishing the junior college system with

funding she developed from the Inter-American Development Bank (IDB). It grew to become the university system in Chile.

Upon her husband's transfer to Buenos Aires in 1962 with the AP, Nita rejoined the Foundation. She was Assistant to the Representative in Argentina/Chile 1962 to 1965 and Assistant Representative in 1966 until 1967, when she returned to New York.

Nita and her family returned to Chile in 1971, as Program Advisor for the Latin American and Caribbean program until the Pinochet coup forced a reduction in staff in Santiago. During that period, Frank worked with CBS News as correspondent/producer after three years in New York as Deputy

Director of Special Events.

The worsening situation under the military dictatorship led to the family moving to Lima, Peru, for the safety of their children. She and her husband continued to return to Chile to help those seeking a return to an elected civilian government.

In 1979, the family returned to the United States. She became a consultant for The Ford Foundation and her husband chief of the ABC NEWS Latin America Bureau. In addition to her work with the foundation, Nita joined the Center for International Policy of Washington, D.C., and the Center for Cuban Studies in New York where her observations of the exile community from Cuba were noted in her reports, "Letter from Miami."

She is survived by her husband of 48 years, their children Nikola Petkov and Elena Estefania, and her sister Gretchen Rous Besser of Morrisville, Vermont. ■

In Memoriam



James W. Armsey

James W. Armsey, a veteran of 21 years with the Foundation, died Nov. 2 at his home in Urbana, IL at age 90. (He is prominently mentioned in the essay by Gladys Chang Hardy on page 6.) Jim came to the Foundation as assistant to the president, Henry T. Heald, a role he played when Heald was president of New York University and the Illinois Institute of Technology.

Armsey was responsible for huge unrestricted grants to private colleges and universities. The program included a "green-mail" provision whereby, without publicity, Southern recipients who had not already done so were required to admit African-

American undergraduates. He also made several grants to advance journalism, including support of the Nieman fellows at Harvard. He was also credited with pioneering aid to educational television, including grants that led to the development of the Public Broadcasting Service.

After receiving a degree in journalism from the University of Illinois, 1941, he served as an Army public information officer during World War II.

He is survived by his wife, Beth Armsey.

Salim Nasr, program officer in Cairo from 1991 through 1998, died in September.

Dale Hathaway served from 1972 to 1974 as a consultant to the World Food Conference of the United Nations. In 1976 he was seconded by the Foundation to serve as director of the National Food Policy Research Institute.

Caroline Heets, who died in 2008, joined the foundation in 1961 and served as receptionist, clerk typist and several positions in Personnel Services until 1967. She rejoined as senior staff assistant in Manpower Services in 1968-69.

George E. Schuh, program adviser in agricultural economics in Rio de Janeiro from 1966 through 1972, died in May.

Caught in the Meltdown?

Three articles about the financial crisis that are of special interest to LAFF members are published in our web site www.LaffSociety.org:

- Writing in the Oct. 9 issues of *Forbes*, Foundation president **Luis Ubiñas** addresses the myth that the mortgage crisis arose from the premise that irresponsible households—most of them lower-income—are to blame for the bad debt that brought down Wall Street. He cites research that suggests that given an opportunity to access fair mortgage, most foreclosed families would still be in their homes.
- In a newsletter sent to his clients, **Jerome Anderson** writes, “Looking forward, it seems likely that having signed up for the federal dole and insulated the electorate’s sense of decency, the investment banking business will evolve into some kind of regulated utility, as commercial banking has been for nearly a century. Anderson, a member of the Foundation’s General

Counsel and Treasurer’s Officer, is president of Boston Investment Advisors, Inc.

- In a lengthy statement to participants, TIAA-CREF declared, “while some of [our] funds and accounts have been adversely affected by their exposure to specific financial companies, the impact of recent developments have generally been limited as a percentage of overall portfolio holdings.” It then gives a snapshot of TIAA-CREF’s exposure to Lehman Brothers, Merrill Lynch, American International Group, Washington Mutual, Wachovia, and Fannie Mae and Freddie Mac. ■

FISCAL STABILITY

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So please pay up arrears (the last year you paid is on the mailing label). One year, \$10; 3 years, \$25; 10 years, \$50; life, your choice. Send payments to Nellie Toma, Secretary-Treasurer, 31-21 75th St., East Elmhurst, NY 11370.

Landslide Winner

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swamped by a huge tide of new Democratic voters and by Himes’s overwhelming victory in Bridgeport, the district’s largest city. Shays attributed the Republican decline to the Katrina disaster and their attempt to intervene in the Terry Schivo case of a brain damaged woman. Some Democrats say Shays was more maverick in style than substance and had been with the Republicans more often than not, e.g., his support of the Iraq invasion.

At Harvard, Himes worked closely with the Pulitzer Prize winning author Robert Coles on his book, *The Spiritual Life of Children*, which took him to Nicaragua for a summer of research. He won a Rhodes scholarship to Oxford. At Goldman Sachs & Co. he worked as a banker in Latin America. He then joined Enterprise Community Partners, a nonprofit that works on issues of urban poverty. He led the way to financing the construction of thousands of affordable housing units.

He and his wife and two daughters live in Cos Cob, Connecticut. ■